

# STRATEGIC VISION

## A Selected Bibliography



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## What Is Strategic Vision?

Strategic vision is a mental image of what the future world ought to be like. (The prophet's view). Development of a strategic vision is preceded by forecasting the actual, matter of fact, realistic and pragmatic future to create an estimate of what the future is likely to be. In doing this, the strategist looks at history, the current situation, and trends. Strategy is the crossover mechanism for moving from the world as forecasted to the world of our vision.

Strategic vision provides direction to both the formulation and execution of strategy. It makes strategy proactive, rather than reactive, about the future.

-- Colonel Bruce B.G. Clarke, "Strategic Vision,"  
appendix 1, part 1 in *Strategic Vision and Strategy  
Formulation: Capstone Exercise*. Carlisle  
Barracks: U.S. Army War College, 1994, p. A-2.

Strategic vision is an essential element of political, corporate, and military leadership. It directs and shapes the forces and trends that affect us individually and organizationally. By defining a desired end state and then communicating that vision to subordinates, leaders at all levels can shape and manage change toward a desired end. Leaders who have most successfully guided the destinies of people and organizations have understood and communicated the power of strategic vision.

-- *Curriculum Pamphlet, Academic Year 2004-2005*.  
Carlisle Barracks: U.S. Army War College, 2004,  
p. 28.

## **Preface**

Strategic Vision is an enduring theme at the U.S. Army War College. Compiled in support of this theme, the following bibliography reflects books, documents, and periodical articles available in our Library. It also includes Internet sites. The addresses of the sites were verified on 2 July 2004. Please note that the majority of references to military-related materials on vision may be found in the third part of the bibliography entitled "The U.S. Military and the Future."

This bibliography is also available on the Internet through our Library's home page at the following address: <<http://www.carlisle.army.mil/library/>>. Upon accessing this site, click "Publications" and then "Bibliographies." For additional information, please contact the Research and Information Services Branch, U.S. Army War College Library, by sending an e-mail message to [libraryr@carlisle.army.mil](mailto:libraryr@carlisle.army.mil), or by phoning DSN 242-3660 or Commercial (717) 245-3660.

Jane E. Gibish, compiler

**STRATEGIC VISION**  
**A SELECTED BIBLIOGRAPHY**

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## VISION, CRITICAL THINKING, CREATIVITY, STRATEGIC PLANNING, LEADING CHANGE

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"If you don't know where you are going," the Scarecrow said to Dorothy,  
"it doesn't matter which road you take."

-- *The Wizard of Oz*

"It's hard to make predictions, especially of the future."

-- Yogi Berra, quoted in Vice Admiral  
J.B. LaPlante, "The Future of Am-  
phibious Warfare Takes Shape."  
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"It is important not to mistake the edge of the rut for the horizon."

-- Anonymous, quoted in Joel A.  
Barker, *Paradigms: The Business of  
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